

The background of the slide features a faint world map at the top and a group of soldiers in full combat gear walking away from the viewer across a desert landscape with mountains in the distance.

Institutional Strategic Planning: Why the Army Needs Them

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What if?

What if there was a large Fortune Top 20 organization with annual revenue of over \$120 billion ~~and~~ that

Walmart 



~~Exxon~~



- *was more concerned about its rate of expenditures, than what they were getting for their spending?*
- *was reluctant to establish metrics of effectiveness or efficiency*
- *when faced with a shortage of resources, often cut the funding for their core products first?*
- *didn't understand what their end-to-end costs were for their major processes?*
- *had a limited understanding of its internal IT systems and their shortcomings and overlap with other systems?*
- *avoided making hard organizational design changes*

You might suppose it would eventually go bankrupt.

What if that organization was the US Army?



The Institutional Army

- Annual funding in excess of \$120 billion per year
- Sixth in size, behind Apple
- More students than largest five colleges in the country
- Real property holdings
- Energy production similar to a mid-size U.S. city (Tampa)
- Spent over \$2.4B in FY15 for business IT systems alone
- Fleet of vehicles larger than UPS and Federal Express *combined*
- Organic **in-sourced** services

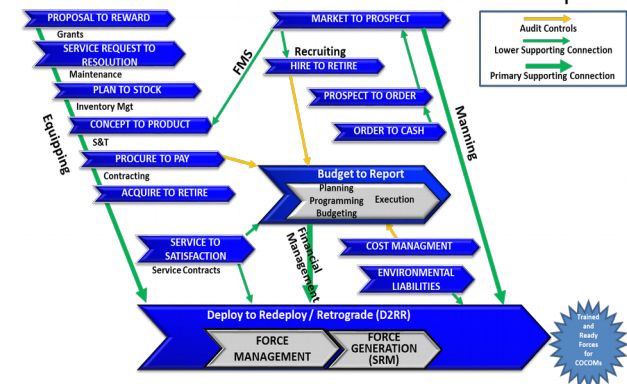


What are these functions?

- Title 10
- End to End Processes



End to End (E2E) Business Process Relationships



How does the Army better plan to tackle these issues?

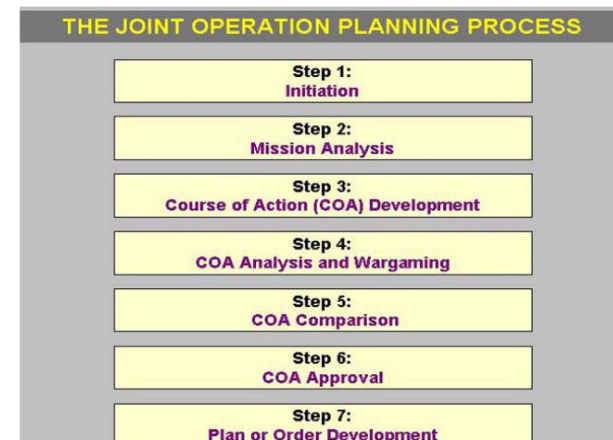
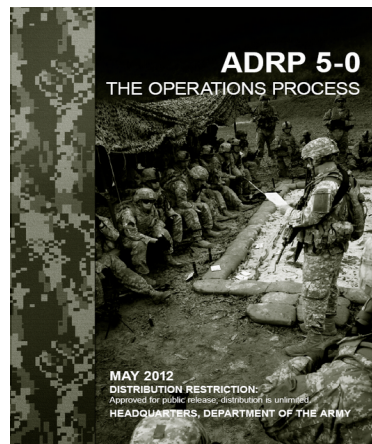
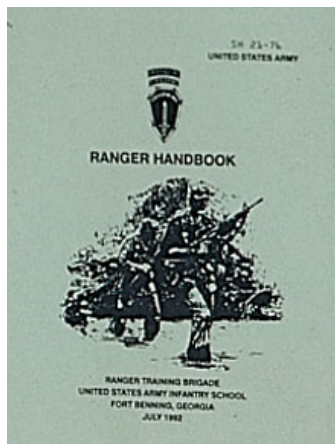
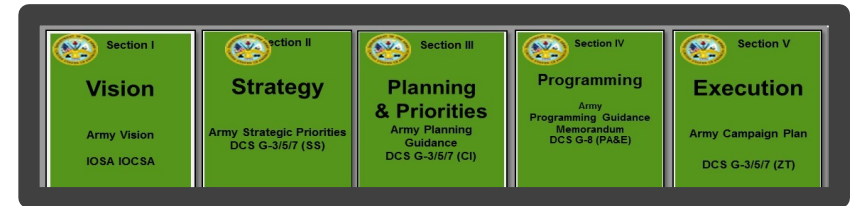


Institutional Strategic Planning differs from large-scale operational planning



Institutional Strategic Planning differs from large-scale operational planning

- Joint Operation Planning Process
- The Army Plan
- MDMP
- NMS
- Numbered War Plans



Is this sufficient ...?



Key tenets for Institutional Strategic Planning

- Sets clear goals and objectives.
- Cost-informed that balances efficiencies and effectiveness.
- Synchronizes planning across organizations.
- Observable and measurable, while allowing flexibility for learning and adapting.
- Leads to operational readiness.



How do we promote Institutional Strategic Planning throughout the Army

- Officer Education
 - Force Development
 - Force Management
 - PPBE
 - Acquisition
 - PMP, LSS, CPI
- Army Business Strategy
 - Goals
 - Objectives
 - Action Plans

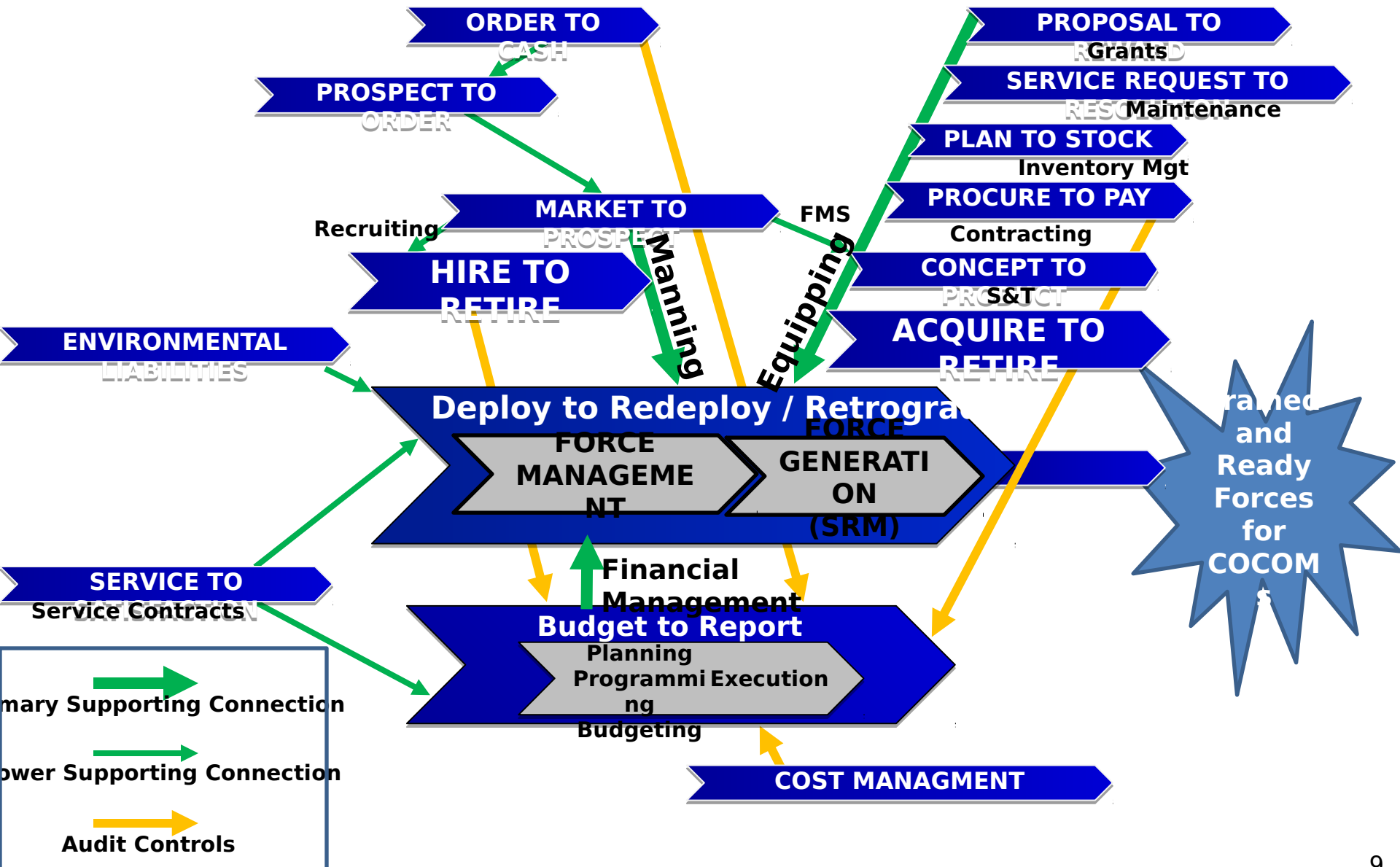
**The Institutional
Army must have a
strategic plan that
supports
readiness!**



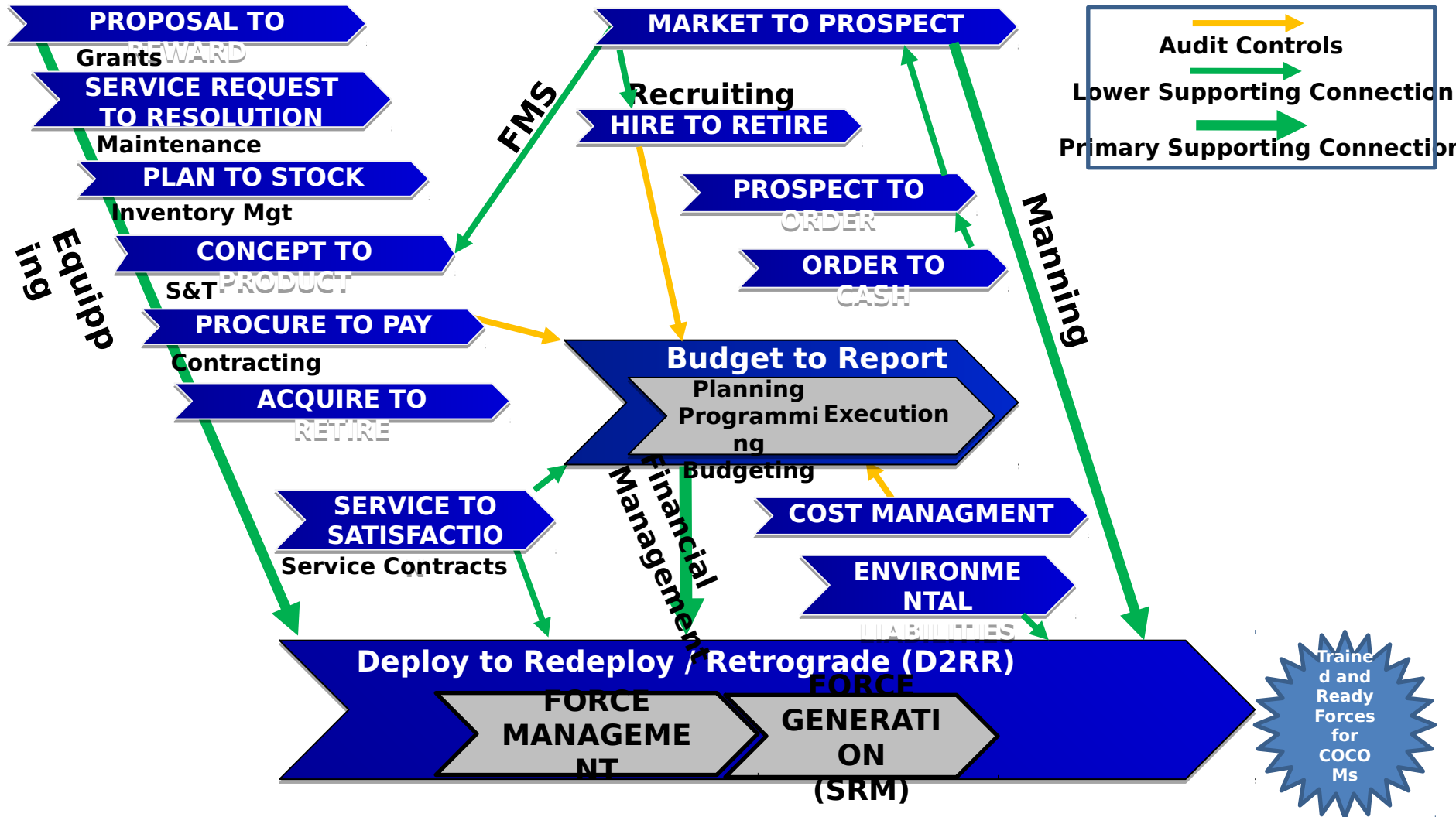


Back-up

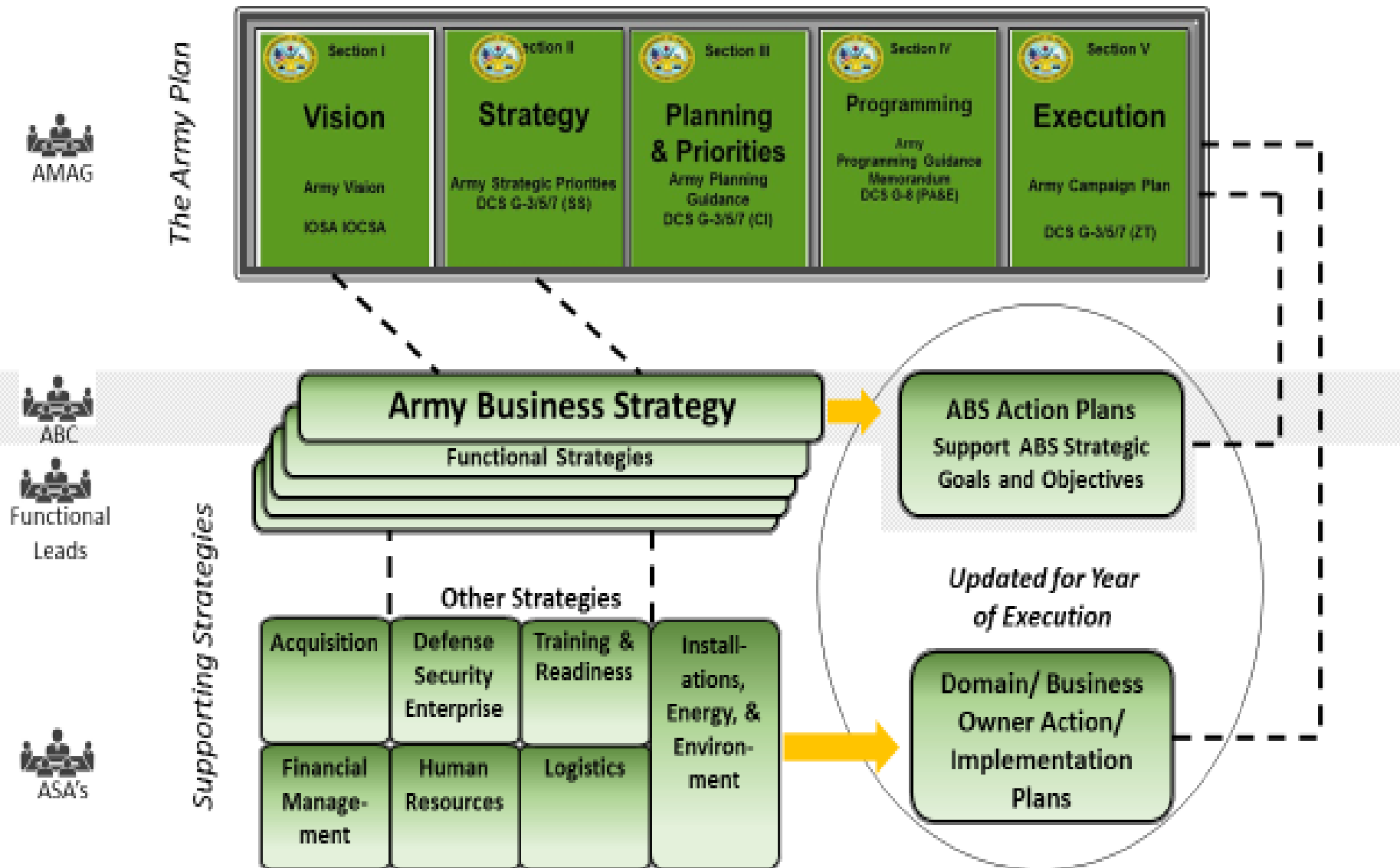
End to End Business Processes

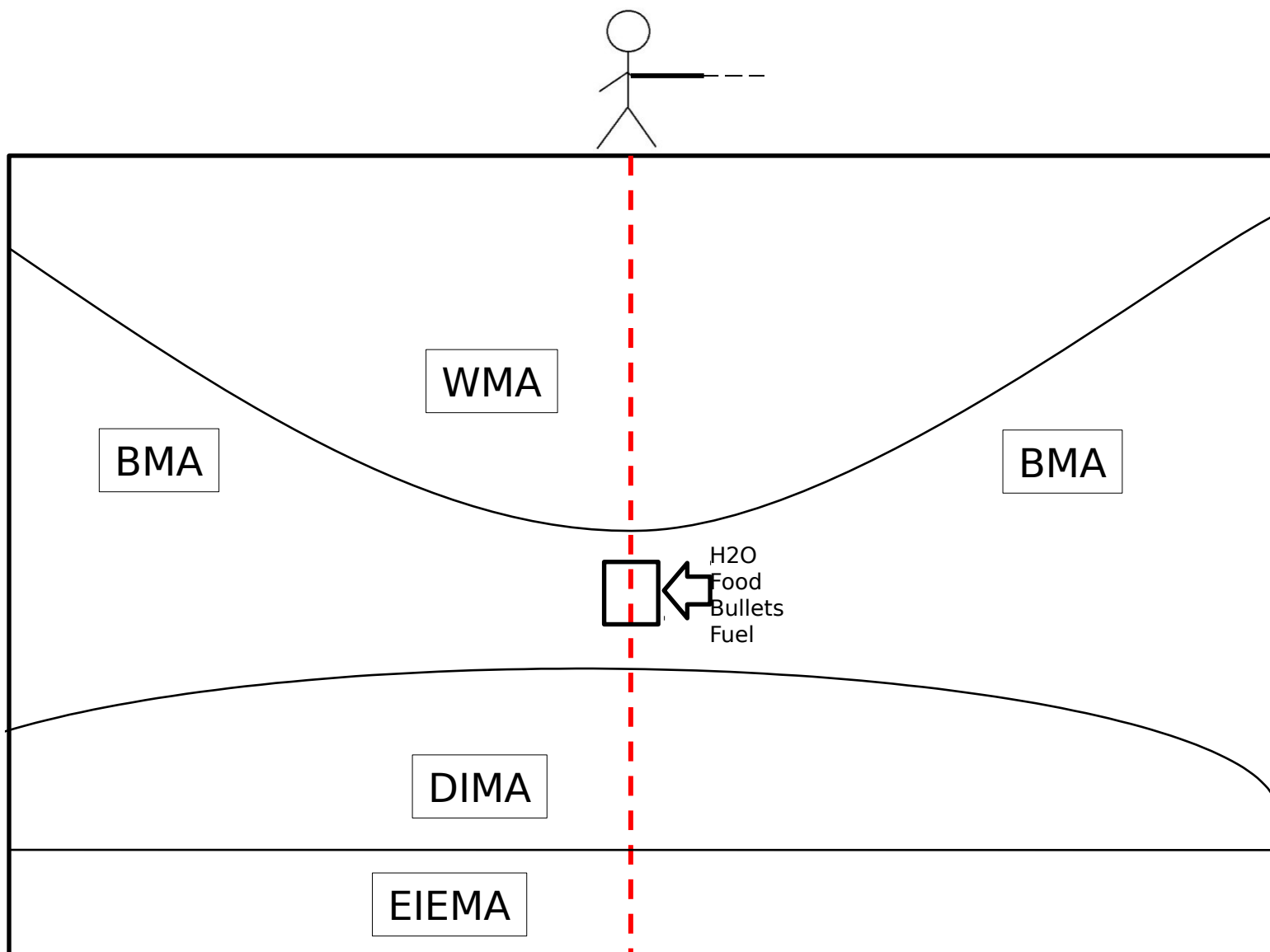


End to End (E2E) Business Process Relationships



Army Business Strategy





BMA: Business Mission Area
WMA: Warfighting Mission Area
DIMA: Defense Intelligence Mission Area
EIEMA: Enterprise Information Environment Mission